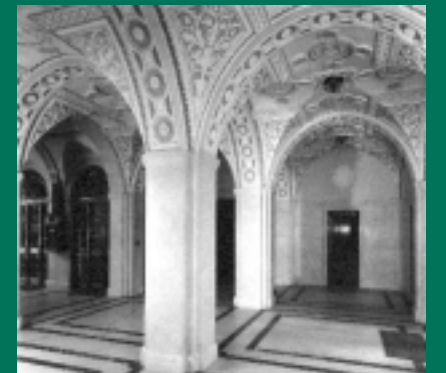


DEPARTMENT OF BUILDINGS & GENERAL

2000

# *ANNUAL REPORT*





State of Vermont  
Agency of Administration

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Department of Buildings & General Ser-  
vices  
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Commissioner

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**On The Cover**

*(Clockwise from top left)*  
Emory A. Hebard State Office Building, Newport  
Lobby of 133 State Street, Montpelier  
128 State Street, Montpelier  
Vermont's second State House (completed in 1838)

Published February 2001

DEPARTMENT OF  
BUILDINGS & GENERAL SERVICES

THE MISSION

The employees of the Buildings & General Services Department, working together, deliver operational and facilities management services thereby enabling Government Agencies to fulfill their missions.

THE VISION

To surpass customer expectations and to achieve customer astonishment.

INTRODUCTION

This is the second Annual Report compiled by the Department of Buildings & General Services (BGS)

We believe that by providing basic infrastructure services to other governmental entities, we enable them to better serve their constituencies. In those instances where we provide a direct service to the public, we believe that these services must be cost competitive and reflect the highest ideals of government service.

Increasingly, BGS is bench-marking its work against best practice standards and is developing internal challenges in the form of output and outcome measures. We have recently embarked on a department-wide effort that will further refine how we deliver services. This work will be embodied in a "balanced scorecard" that will guide our internal performance audits and offer a substantive base for external feedback.

It is our intent to continue to improve our service delivery by regularly analyzing our processes, services, etc.

COMMISSIONER'S OFFICE

Thomas W. Torti, Commissioner  
Two Governor Aiken Avenue, Montpelier

Highlights

The Commissioner's Office has been involved in a number of projects this year. Two of these have broad, cross-department implications: strategic planning and workplace security. The former will set the stage for how we interact with customers and the criteria for how we judge our success or failure. The latter will enable us to better protect our property and human assets. Both will require changes to how we do business and both will require the assistance and collaboration of management, employees, their representatives, and the legislature. Key results include:

Strategic Planning

Over the last five years the Department of Buildings and General Services underwent substantial change. First, the divisions of two separate departments were merged into one. Second, the scope of our service offerings continued to expand.

As we move forward, the next challenge for the department is to enhance our abilities to work together for state government while improving our services to customers and continue to learn more about ourselves as an organization.

The Commissioner's office organized a conference titled: *The Future Search Conference "Looking in to See Out...A Compass to the Future"* for the Department of Buildings and General Services. The work of this conference will give us direction, enable action plans to be coordinated more effectively and serve as the foundation for further strategic planning throughout the Department of Buildings and General Services.

Workplace Security Plan

Section 45 of Act 29 of 1999 assigns responsibility to "the commissioner of buildings and general services for ensuring the security of all state facilities...the lands upon which those facilities are located and the occupants of those facilities". The commissioner is also required to develop a security plan, prepare a budget for implementation by January 2001.

Due to the importance and magnitude of this task it was determined that the best strategy is to focus on two common types of security threats: Physical Security and Workplace Security, both requiring thoughtful planning. These components are being addressed as separate, but parallel, projects incorporating the results into one final report.

**Physical Security:** A physical security assessment, aimed at obtaining the basic understanding of where security currently stands at Vermont's State facilities, was conducted. The assessment included a baseline assessment of physical security, an estimate of the extent of security awareness among the workforce, recommended immediate actions, a plan for continuous improvement, and estimated budget impact.

**Workplace Security:** A state task force, co-chaired by the Department of Buildings & General Services and the Department of Personnel and composed of representatives from each agency, is currently developing recommendations to incorporate into a Vermont Workplace Security Policy. The task force will develop training in Workplace Safety.



## INFORMATION CENTERS DIVISION

Richard E. Foster, Director  
134 State Street, Montpelier

### Highlights

The Division continues to improve service delivery to the traveling public. They do this through improved information services for those looking to explore the state or find their way and through safer and cleaner facilities. Staffing is being increased to ensure that each location has one staff person present during all hours of operation. Staff are also involved in working with local businesses to improve services. Key results include:

#### Guilford Welcome Center

The new Guilford Welcome Center, our first 24-hour gateway facility, has been open for a full year. Visitation numbers exceed 700,000 persons for the first year. Sign-in numbers were at an all time high of 20,989 for the month of October. This is up 50% from the sign-in numbers at the previous center. Given this success, Vermont tourism businesses are actively participating in the on-site promotional opportunities. Guilford has a 6-month waiting period for space within the display cases. In addition, the interior displays won a national Award for Excellence at the Travel Industry of America annual conference in August.



Guilford Welcome Center

#### Outreach and Promotion

Employees continued to reach out to Vermont businesses in order to showcase local goods and services. This initiative has generated so much success that nearly all centers have a waiting list. This single initiative has in turn substantially increased employee morale and enthusiasm for their role in the industry. The staff of the division will once again be participating in the state's Travel Industry Conference to market this opportunity.

#### White River Junction

The White River Junction Welcome Center opened in the Amtrak station of historic downtown White River Junction. This off-the-interstate facility is an attempt at investing in the downtown as an anchor to promote the locally-owned businesses in the region and overcome the lack of pull to the downtown area.



Atop the Guilford Welcome Center

## ADMINISTRATIVE SERVICES

Bradley L. Ferland, Director  
133 State Street, Montpelier

### Highlights

A number of challenges faced the Division this year. Considerable senior staff time has been devoted to the new financial management information system project. This required less experienced staff to step up in order to fill the void. They performed very well given these new challenges. Key results include:

#### Human Resource & Accounting Units

This was the first full year that the Information Centers Division was a part of BGS. The accounting section devoted an FTE to help take care of the day-to-day financial responsibilities of the program. Human Resources workload was also increased with the addition of 70 new employees to the Information Division.

### Fee For Space

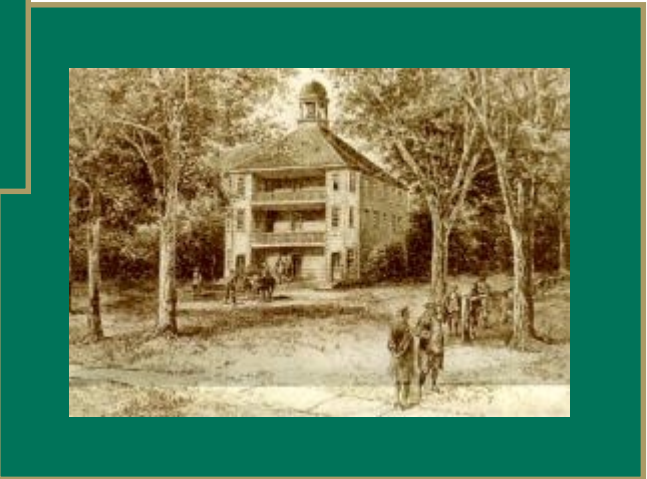
Much of the legwork to implement this program in FY '01 and FY '02 had to be done in FY '00. The goal of this program is to accurately charge back the operating cost of maintaining state owned space to the state agencies that are housed in that space. This will optimize the draw down of federal funds and ensure that state facilities are maintained in a way that will prolong their useful life.

### VISIONS Project

The VISIONS Project is the undertaking by the State to implement a new Financial Management Information System (FMIS) by July 1, 2001 (FY '02). The Director of Administrative Services worked on this project 80% or more of his time for the last half of FY '00. He will continue to work on this project throughout FY '01 and part of FY '02. It is critical that BGS be part of the development of the new system since billing and tracking for most of what we do runs through the FMIS system.



Above: Montpelier, circa 1874  
Right: Vermont's First State House





CENTRAL SERVICES

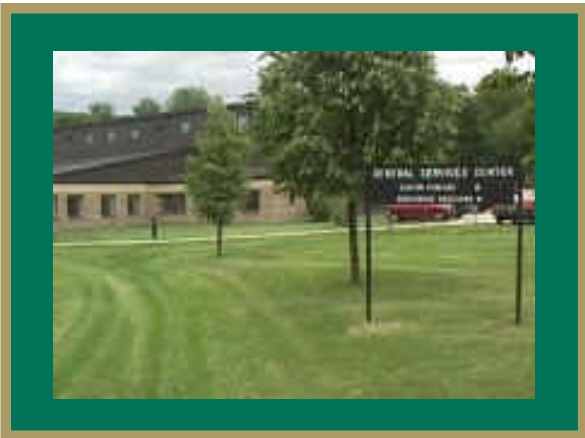
A. John Yacavoni, Director  
Route 2, Middlesex

Highlights

Central Services houses many small business units. They include Postal, Print Shop, Public Records, Supply Center, Surplus Property, Microfilm/ Imaging, and Reference/Research. As such, Central Services interacts with the widest array of clients. They range from state maintenance mechanics, to town clerks, to research genealogists. They have been very active in training municipal officers, preserving Civil War archives, and managing a 15-year backlog in the microfilm section. Key results include:

- Central Services finalized a new supply contract with Boise-Cascade. Our markup for the top 300 items used by state agencies dropped by as much as 24%. We now offer a minimum 10% discount on the Boise Express quarterly catalog. We changed the discount method for the Big Catalog from an overall percentage discount to an item by item discount providing substantial savings on items that traditionally have higher markup percentages.
- The Digital Imaging Team provided intensive tests and live data demonstrations to develop its customer base. These efforts helped develop an annual COLD (computer output to laser disk) job base, which is currently projected to generate \$22,000. These jobs represent a savings to state agencies (Motor Vehicles, Finance, Tax, DET, etc.) up to four times the previous costs related to COM (computer output to microfilm). In addition to the COLD, we scanned over 450,000 images last fiscal year.

- This year we installed a color press and plate separator. We now offer state agencies a more economical option for low-end color work. In addition to substantial cost savings for lower volume jobs (nearly half the cost in most cases), we are able to provide these services with much shorter turn-around times.
- A parcel x-ray scanner has been installed which is used to scan all incoming federal mail and all parcels for pre-determined areas. Our processes and procedures are monitored by the state police and periodic test packages are introduced into the system to identify problem areas and training needs.



Central Services in Middlesex

FACILITIES DIVISION (Continued)

Maintenance Unit

William C. Martin, Director  
2 Governor Aiken Avenue, Montpelier

CLEAN TEAM PROGRAM

- The Program has expanded to Montpelier and Rutland. We trained 12 clients that are at the New Women’s Facility located in Waterbury. The program is in its second year and to date has graduated over 50 students. Of those students, 30 were placed into the work force. Over 60 of the Department of Buildings and General Services’ Custodians have completed eight weeks of the Clean Team Program.

RECYCLING PROGRAM

- The program has continued to grow and prices for the products have increased. Total material recycled from Waterbury and Montpelier is 829,116 lbs. or 414.56 tons at \$65.00 per ton. That represents cost avoidance of \$26,945.40. Revenue from the products to date are \$39,409.94. Total revenue and cost avoidance \$66,356.34.

STAFFING

- Maintenance staff have undertaken a number of renovations throughout the state. The Southern District completed two phases of underground electrical wire, phone and cable installation in the former Brandon Training School, as well as renovating the old farmhouse at Windsor, repairing the road on the property, and relocating power lines at the Southeast State Correctional Facility to minimize power outages in the winter.
- The Burlington District renovated the State Police Motor Pool in Colchester.

- The Montpelier District completed the major renovation of 144 State Street that is now the home of the Department of Personnel. Staff assisted on a the renovation of 14-16 Baldwin Street.
- The Waterbury District restored the old grounds storage shed, rebuilt the back steps at Stanley Hall, and replaced the retaining wall going into 6 South.
- We currently have a number of maintenance staff enrolled in trade schools such as Electrical, Plumbing, HVAC Training and Burner School.
- The Pest Control Program continues to be a major part of our operation with over 500 treatments per year ranging from monitoring our buildings to actual treatments.



Two Governor Aiken Avenue

FACILITIES DIVISION

James A. Richardson, Director  
2 Governor Aiken Avenue, Montpelier

Highlights

The Division is divided into three units which provide design and planning services, maintenance and custodial services, and leasing and purchasing services for our State facilities. The scope of responsibility and number of projects handled by the Division has grown dramatically. New services the Division now provides include oversight of technical center construction and consultation regarding historic sites. Key results include:

Engineering & Construction Unit

David E. Burley, Chief of Engineering  
Robert J. Rea, Chief of Construction

Major Building Projects in Design:

- Southern State Correctional Facility (Springfield)
- McFarland Office Building (Barre)
- 133 State Street renovation (Montpelier)
- New Rutland District Court Building
- North Country Career Center in Derby
- Lake Champlain Vocational Center
- Williston Northbound/Southbound Rest Areas
- Hartford Southbound Rest Area
- Derby Welcome Center
- Sharon Northbound Rest Area
- Bennington Welcome Center
- Garage facilities in Highgate and Ferrisburgh
- Lab renovations on the Barre Montpelier Road

Major Building Projects under Construction:

- Statehouse Senate Chamber restoration and carpet installation projects
- Agricultural Environmental Laboratory at the Waterbury State Complex
- Holding Cell project at the Northern State Correctional Facility (NSCF)
- Gas Training Facility at the Pittsford Fire and Police Training Academy
- Springfield River Valley Education Center

- Essex Regional Office Complex new office building
- Guildhall Courthouse renovation/relocation
- Grand Isle courthouse renovation

Major Building Projects Completed:

- Caledonia Courthouse project
- Dale Correctional facility
- 116 bed addition at the NSCF
- Life Safety projects at the SESCOF
- CRCF roof replacement
- Life Safety and ADA projects at 133 State Street
- Controls/HVAC Upgrade at the Burlington Health Lab.
- Fair Haven Welcome Center force main installation
- White River Junction Welcome Center
- Morrill Hall at Vermont Technical College
- Stafford Academic Center at Castleton State College
- Governors/Senators Dormitory renovation project at Johnson State College
- Morey Keenan heating conversion project at the Vermont Technical College
- E-911 projects in Rockingham and Rutland
- Renovations to the Burlington DET Building

Property Management Unit

Ronald E. Tofani, Director  
2 Governor Aiken Avenue, Montpelier

- The space moves for the Montpelier Complex along with office space layout work is well underway. The first phase delivered an annual savings of over \$40,000 for the Defender General's budget.
- We relocated the Department of Personnel Recruitment Division to our new building at 144 State Street, resulting in greater services to, and efficiency for, the public.

COMMUNICATION & INFORMATION TECHNOLOGY

William H. Laferriere, Director  
133 State Street, Montpelier

Highlights

For the third year in a row, Communication & Information Technology (CIT) has continued to show remarkable results. It has established its niche within State government and continues to offer its services within a competitive framework. Growth in business enterprise is limited only by available staffing. Key results include:

Data Center & Technical Support

Rick Conklin, Data Center Manager  
Jack Storti, Technical Support Manager

The Department of Motor Vehicles was moved from the IBM VSE operating platform to the IBM OS/390 platform. This was a major milestone in our efforts to move all users to a single platform. This shift saved the State in excess of \$700,000 in operating expenses.

A used IBM Mainframe was purchased to replace our OS/390 processor. This unit cost us only \$36,000 and increased our computing capacity by 50%. This will position us well for two years and allow us to absorb user growth and the migration to a single box in the data center.

Local Area Network Group

Sherman Sprague, Manager

The PC/LAN group grew our e-mail service by 25% and continues to integrate users, across the state, onto a common mail service. The total number of e-mail users in our system is now 1,280.

Telecommunications

Hale Irwin, Manager

The single biggest success was the realization of cost reductions from new service contracts. We forecasted a saving of nearly \$800,000 in phone service and will realize this saving for the State of Vermont. This was done through the competitive bidding of interstate and intrastate service agreements, the realization of lower rates across the board, negotiated service fees, and changes in tariff structures.



133 State Street

RISK MANAGEMENT DIVISION

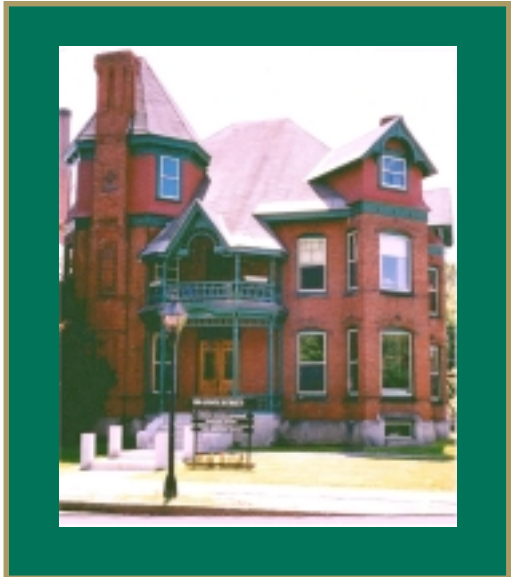
H. William Duchac, Director  
128 State Street, Montpelier

Highlights

The Division worked aggressively to improve its service to employees both before and after injuries. We expanded worker safety programs, conducted workplace violence symposiums, and expanded the early return to work program. Key results include:

- Established an Environmental Management System (EMS). Developed and implemented a project plan to conduct environmental audits of 60 BGS facilities. Target is to meet the requirements of ISO 14001. Established a BGS Environmental Management Committee to address findings and provide direction.
- Established a BGS Health and Safety program. Provided training to BGS personnel in the areas of Confined Space, Fall Protection, Respiratory Protection, Personal Protective Equipment, Hazard Communication, Supervisor Safety Issues and forklift training. Conducted safety assessments at BGS facilities. Established a Personal Protective Equipment procurement program. Established a radiation safety program for Central Services. Established medical monitoring protocols for personnel at risk of exposure to asbestos, air contaminants and hazardous noise.
- Developed and produced the Workers Compensation Employee Guide with assistance from the Union. This booklet was designed to assist employees involved in a workers compensation claim. It is set up in a FAQ format.

- Early Return to Work (ERTW) has continued to grow and evolve. In FY 2000, we processed 44 ERTW cases. Assuming 6 weeks as the average early return savings, that is 264 weeks or the equivalent of 5 FTE's (full-time equivalent positions).
- Loss Prevention Consulting – We have seen a marked increase in this area with a major project underway involving Vermont State Hospital. Forests, Parks & Recreation is underway with Fish & Wildlife, the Veteran's Home, and the Corrections Department are actively in the queue.



128 State Street

PURCHASING & CONTRACT ADMINISTRATION

Peter E. Noyes, Director  
B. Lee Wallace, Interim Director  
128 State Street

Highlights

The Division continues its migration from the traditional regulatory model toward providing guidance and assistance to customer departments. We have issued increased delegations of authority which allow departments greater independence. Management has focused efforts on the professional development of staff to assist them in functioning under the new model. Key results include:

Environmental Initiatives

Recycled Products : In FY '00 the Division documented purchases of \$5,265,147 of items produced with a substantial recycled material content. This represents an 11% increase over last fiscal year. The total includes such diverse items as guardrail components, new plow shoes, sign posts and blanks, license plate sheeting, office and janitorial supplies plus refurbished telephone and computer equipment. Recycled paper has become the mandatory standard when bidding printing jobs and we request alternate quotes for chlorine free papers.

Environmentally-Friendly Cleaning Products: We formed a two-step inter-departmental process to refine our purchase of environmentally-friendly cleaning products. The first tier has involved working with the Risk Management division as well as the Agency of Natural Resources to establish standards regarding chemical content and disposal of products. This yielded an updated bid package and detailed evaluation criteria. The second step consisted of a practical testing protocol to determine which products actually worked.

Outreach Training

To provide a higher level of service, we created a Resource Guide that explains the purchasing process. As an adjunct to the Resource Guide, we created a Learning Center course entitled "Buying for the State." It is available at no charge to any State personnel. Seventy employees have attended to date. In conjunction with the Attorney General's office, we are conducting a Learning Center course on developing effective proposals and contracts.

Procurement Card

The division initiated the procurement card for use by all state agencies/departments. It is used by State employees to make small purchases at the local level. The vendor receives payment in a timely manner, and the State accounting offices do not have to process large numbers of small invoices. We anticipate a roll out to all state agencies over the next 12 months.



Vermont State House